

Summer, 2008



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## Parole Board Appoints New Director of Victim Service Unit

By Stephanie Coughlin, Research Analyst

ecently I got the opportunity to sit down and interview the newly appointed Director of Parole's Victim Service Unit, Diane Coffey. Diane is very enthusiastic about her new role with the Parole Board and that is not hard to see! Diane brings to Parole almost 20 years of experience in the field of victim services. Before coming to Parole, Diane worked at the Massachusetts Office for Victim's Assistance (MOVA) as the Director of SAFEPLAN, a statewide civil court advocacy program dedicated to assisting victims of domestic and sexual violence. Diane has also worked for the Suffolk County Sheriff's Department as the Chief of Victim Services and Community Programs and the Suffolk County District Attorney's Office.

When asked why she chose a career in this field, Diane responded that her interest in the law and criminal justice system together with a passion for human services made victim services a perfect match. After starting her first job in this field as a Victim Witness Advocate for the Middlesex County District Attorney's Office, Diane expressed that she "just fell in love with this work". Nowadays Diane is focusing her attention to Parole and to post-disposition victim services. She is thankful for the opportunity to bring her unique set of skills to this job and is thrilled to work under the leadership of Chairman Maureen Walsh who demonstrates a strong commitment to the work of the VSU staff. Diane commented that "the Massachusetts Parole Board's Victim Service Unit has an outstanding reputation in the victim services community and she is honored to join this team". Diane is committed to ensuring that victims in Massachusetts have a voice in the criminal justice system from arrest to the final parole (or release from prison) process.

The Parole Board is fortunate to have such a distinguished member of the victim service community become part of the agency. Diane has been the recipient of several outstanding awards including: the Spirit Award for Activism from Jane Doe, 18 for 18 from the Network/LaRed and the Vision Award from Safe Haven's Interfaith Partnership Against Domestic Violence. Diane also sits on the Board of Directors of Close to Home, a community based domestic violence prevention program. In addition, Diane is a faculty member of the Massachusetts Victim Assistance Academy and the National Danger Assessment and Risk Management training team.

On behalf of the Parole Board, welcome Diane!

# Chairman's Column Parole Board Chairman Maureen Walsh

rdinarily, writing a column for the Parole Newsletter is, in comparison to some of the other responsibilities as Chairwoman of the Parole Board, a relatively simple and straightforward task. This month, however, it has been a more labored product, and the reason for the difficulty is due to the fact that this is one of the last official acts as Chairperson that I will be taking. Within the next few days, I will be stepping down from my position as Chairwoman and moving back to Western Massachusetts for a position that I am very honored to be appointed to.

It has been my pleasure and honor to serve for the past five years as the Chairwoman of this great agency. We have shared both good times and bad times together, and through it all I believe we have a stronger agency as a result. The core mission of the Parole Board,



responsibly re-integrating offenders back into the community, is no simple task. It requires a delicate balance of considerations and factors that may be simple to write down on a list, but the weighing and assessing of all considerations is something that, each and every time, demands the utmost of skills, intellect and dignity to the process. Decision-making and supervising offenders in the community is, as we all have learned, an exercise in risk management. Inherent in all of our actions is the constant reminder that our first obligation is to public safety.

Despite a challenging job, and sometimes difficult environments, it is the people that work for the Agency that have made the difference to the community on a daily basis. I truly believe that the Massachusetts Parole Board is one of, if not the best agency in state government, not only because of the work that you do on a daily basis, but in the manner that the work is approached. Your motivation, commitment and willingness to promote public safety is beyond reproach- even when at times our actions may not be considered popular or readily understood or accepted by the public at large.

When looking back at the programs, initiatives and opportunities that we have had over the past five years, it cannot be said that this agency was not "an agent of change". However, as important as these (Continued on page 11)



Pictured from left to right are Board Members Mark Conrad, Candice Kochin, Pamela Lombardini, Maureen Walsh, Doris Dottridge, Leticia Muñoz and Thomas Merigan.

#### **Parole Goes Green**

By Michelle Goldman, Staff Attorney and Alicia Lapomardo, Transitional Parole Officer

n April 22, 1970, 20 million people across America celebrated the first Earth Day. It started as a day of national environmental recognition and has evolved into a worldwide campaign to protect our global environment.

In February 2008, while discussing what was becoming an increasingly stark contrast with eco-friendly measures taken home compared to practices in the office, Michelle Goldman, Alicia Lapomardo and Patty Malone decided to approach Chairman Maureen Walsh to propose a "green" initiative for the office. Recognizing the importance of becoming a more environmentally friendly state agency, the Chairman encouraged the women to research the idea further, to see what measures the agency could take now and in the future.

Appropriately using Earth Day 2008, on April 23, the Central Office of the Massachusetts Parole Board joined millions of others around the world in celebrating the environment and officially kicked off its "Go Green" initiative. While dining over green colored treats, parole staff were asked for input as to additional ways for the office to be more environmentally friendly. Many suggestions, such as electronic "Read

and Signs" and using more fuel efficient agency vehicles were made. Additionally, at the kick off, staff was asked to take a few minutes over the following days to think about their daily tasks, and what changes could be made in the future to complete them in a more ecofriendly manner.

While the agency currently uses a private company which securely recycles confidential documents, employees will now be encouraged to put all recyclable paper goods in the bins. Because the company under contract charges by the pick up, not by the pound, the changes will not have a fiscal effect on the agency.

Recycling bins have also been placed in the kitchen for both returnable and non-returnable items. It is the intention to take all returnable items, such as aluminum cans, and put the proceeds towards helping to fund future office gatherings.

The hope is that in the days and months to come, the same environmental ethic exhibited by employees at home will become the norm at both the Parole Board Central Office as well as agency wide.



Pictured on the left is Mike Kemp (Region 4 Parole Officer) and Jerry Lynch (Warrant Unit Parole Officer) demonstrating the proper handcuffing technique at a recent Defensive Tactics course held at Parole's Central Office. All Massachusetts Parole Officers are recertified in defensive tactics every two years.

## **Parole Board Creates New Policy Unit**

By Stacy Book, Compliance Officer

he Policy and Strategic Planning Unit of the Massachusetts Parole Board was created this year in response to the need for updating and centralizing Parole Board policies and procedures. While there had been a policy unit in place at the Parole Board in previous years, the current structure was implemented to work in tandem with SPIRIT.

Kira Dunn, previously Director of the Reentry Unit, has taken on the responsibility of Director of the Policy and Strategic Planning Unit. Stacy Book was recently hired as the Compliance Officer for the unit. While the unit is small, its task of updating and centralizing Parole Board policies and procedures is monumental. While some of the current policies and procedures can be found on SPIRIT, there are numerous others in the Policy Unit database that need to be reviewed and analyzed before they are submitted for approval. The Director and the Compliance Officer will provide assistance to departments regarding compliance with established procedures, interpreting applicable laws, rules and regulations, as well as analyzing reports.

The first order of business for the Policy Unit has been to perform a compliance check on the issues presented in the July 11, 2007 audit as performed by the Office of the State Auditor. The audit was based on data for the period July 1, 2004 through January 17, 2007. The audit concluded that "adequate controls were in place to provide reasonable assurance that information technology (IT) related control objectives would be met with respect to IT organization and management, physical security, environmental protection, on-site and off-site storage of backup copies of magnetic media, system access security, and inventory control over computer equipment." It also identified certain areas of concern that needed review by the Parole Board. The Policy Unit has been busy identifying any issues that remain and plans to submit a year-out report back to the Chairman in July, 2008.

Kira and Stacy are excited to be a part of a new unit within the Parole Board and look forward to the opportunity to work with all the staff!

## Statistically Speaking ...

By Stephanie Coughlin, Research Analyst

In this edition, "Statistically Speaking" will highlight the work of the Executive Clemency Unit (a division of Parole's Legal Unit). The Parole Board has the statutory capacity of serving as the Advisory Board of Pardons. In this role, the Executive Clemency Unit (serving as the Advisory Board of Pardons) receives pardon and commutation petitions and makes non-binding recommendations to the Governor and Governor's Council regarding these petitions. The Governor holds the power to act on these two types of executive clemency with the advice and consent of the Executive Council.

Pardons are an act of executive clemency for persons who exhibit a substantial period of good citi-

zenship subsequent to completion of a sentence and who have a specific compelling need to clear their records. In 2007, the Advisory Board of Pardons received 69 pardon petitions and held 2 pardon hearings. Of these hearings, 2 individuals received favorable recommendations to the Governor.

Commutations, a shortening of the period of punishment, are an integral part of the correctional process. Commutations are intended to serve as motivation for individuals to become law-abiding citizens. It is an extraordinary remedy reserved for special and rare circumstances as illustrated by the small number of cases commuted on a yearly basis. In 2007, the Advisory Board of Pardons received 62 commutation petitions and held 1 commutation hearing. This commutation hearing resulted in 1 favorable recommendation to the Governor.

Overall, the number of pardons and commutations received in 2007 increased in large quantities compared to 2006. Pardons received increased <u>52%</u>, and commutations received increased <u>73%</u> percent.



## Employee Profile: Ken Trocki Polygraph Examiner

By Stephanie Coughlin, Research Analyst

en Trocki has been a familiar face with the Parole Board for the past twenty years. Starting his career in 1986 as a Transitional Parole Officer at the Billerica House of Correction, Ken has also worked as a Field Parole Officer and currently is one of Parole's three Polygraph Examiners. I think most people would agree that Ken is generally just an entertaining person to be around. When I spoke to a few of his co-workers in Lawrence most were quick to say that Ken keeps things light around the office just with his good-natured personality and ability to tell (and play) jokes. I asked Ken what interested him in becoming a Polygraph Examiner, he responded that he "wanted a new challenge" and "looked forward to a different role within the agency".

For those of you who are not familiar with Parole's polygraph policy, every sex offender with a SORB classification shall be automatically subject to a polygraph examination every six months. The Parole Board may also vote to add a parole condition of polygraph examinations. Ken travels across the state on a daily basis dividing his time between each of Parole's eight Regional Offices administering polygraph exams. The Parole Board's Polygraph Examiners also conduct exams for a number of Police Departments and the Office of Probation. The exam procedure consists of a pretest interview, the polygraph examination, and then a post test interview session and a conference with the Parole Officer. The examination has three possible outcomes "no deception indicated", "deception indicated" or "inconclusive". To determine these results the Polygraph Examiner relies on a variety of special equipment. Besides their laptops, Polygraph Examiners use an electro dermal response (EDR) channel, which monitors the sweat glands in the fingers. They also use pneumatic tubes which measure increases/decreases in the inhalation/exhalation ratio. Additionally, examiners use a device during the exam that evaluates changes in an individual's mean blood volume. The instrument is computerized and contains a sophisticated algorithm which is used as a screening tool. This system is used extensively by Federal Law Enforcement Agencies and the Department of Defense.

What intrigued me most about my conversation with Ken is the amount of training and education hours necessary for certification. To start, Ken attended a ten week polygrapher's class at the Massachusetts State Police Academy in New Braintree (which is an American Polygraph Association [A.P.A.] accredited school); even more interesting is the fact that Ken had to reside at these barracks while attending this course. Following that, he spent one more week at the A.P.A.'s Post Conviction Sex Offender Treatment (PCSOT) training program. Both of these courses mandated passing exams and proficiency in all areas before any certifications were made. Ken is also required by the A.P.A. to be re-certified every two years. The re-certification process entails another week of classes.

On a personal note, Ken is married with two grown sons. He enjoys working on his house, fishing, traveling and reading history novels.

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## Former Providence Mayor Talks Reentry, Respect and Rehabilitation at Dismas House 20th Anniversary Celebration

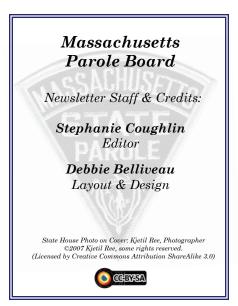
By Nelson Simao, Reentry Housing Program Coordinator



Vincent "Buddy" Cianci speaks at the Dismas House Anniversary Celebration

uring his tenure as the Mayor of Providence, Vincent "Buddy" Cianci gained national attention for transforming the capital of Rhode Island into an arts and cultural mecca after the city lost its industrial manufacturing base. However in 2002, Mr. Cianci was forced to resign after being convicted of conspiracy and was sent to a federal prison for four and a half years. Last year, he was released to a halfway house in Boston, and today Mr. Cianci has become a powerful and charismatic voice for reentry not only through his own Providence radio show, but throughout New England.

Mr. Cianci spoke of his experiences as mayor and prisoner at Dismas House's 20th anniversary celebration held in late June at the newly renovated Hanover Theater of Performing Arts in Worcester. In 2007, the Eisenhower Foundation named Dismas House one of the top prisoner reentry programs in the United States. Dismas House also operates the Almost Home program in a public-private partnership with the Worcester County Sheriff's Office and the Massachusetts Parole Board.



The theater provided a symbolic backdrop as Mr. Cianci compared the dedication of all involved in restoring the theater to the staff and network of volunteers at Dismas House who dedicate themselves to improving the lives of former prisoners. Mr. Cianci also spoke of the need of prisoners to find self-respect and show respect for others in order to successfully reintegrate back into society.

The former Mayor is not your typical ex-offender. Mr. Cianci returned to a supportive family and a very stable financial situation but he saw many leave with all their worldly possessions in only a laundry bag leaving him wondering how difficult the challenges would be for former inmates to reintegrate back into society. Thankfully, programs like Dismas House have served the needs of those exoffenders by living up to it's slogan of "Dismas is family."

## Fighting the Barriers to Reemployment

By Pamela Lombardini, Board Member

n March of 2008, the Parole Board Reemployment and Research Unit(s) designed a short survey aimed at asking ex-offenders who were intaked at one of parole's eight Regional Reentry Centers (RRCs) about their experiences in regards to the employment services they received on their day of release. It was the goal of this survey to bring to light current RRC employment practices, as well as to provide the Parole Board and the One-Stop Career Centers with recommendations for improving collaboration to increase overall employment outcomes since it is known that employment is an important determinant of whether a released ex-offender will successfully reintegrate back into their community.

Of the participants reached during this survey, each was willing to share their thoughts and make appropriate recommendations for improvement. Many of the exoffenders interviewed also shared with Parole Board staff what they felt were their biggest barriers to finding and maintaining legitimate employment. These opinions may be taken into consideration by both the Parole Board and the One-Stop Career Centers when trying to create new employment initiatives, and also when making modifications to existing programs.

#### Recommendations for Improvement

It is essential to discuss what the ex-offenders interviewed in this survey recommended for change in regards to the current employment process at the RRC. Below highlights the more common responses to this issue:

- More employment services received in prison before release
- No weekend RRC releases
   (individual felt rushed through RRC process)
- Do not force offenders to go to RRC office
- More employment opportunities for people with disabilities
- More women-friendly employers
- Hold more job trainings
- Have job openings posted at the RRC
- More employment information in waiting room

#### **Barriers**

The most reported barrier to employment was having a CORI, yet many of the ex-offenders interviewed reported other issues in addition. Presented next outlines some of the more popular responses:

- CORI
- Time gaps in resume
- Illiteracy
- Lack of driver's license
- Disability
- Economy
- Age
- Mental health
- Prior altercations with law enforcement

- Lack of support
- Being a sex offender

#### What the Parole Board is Doing

In order to address these issues with employment, meetings were held at many Regional Offices to encourage and promote Parole's assistance to inmates in obtaining employment. Meetings were also held with Career Center representatives and Pre-Release facilities to better understand their roles in preparing inmates for their eventual release into society.

In June of 2008, the "Reemployment Portfolio" was introduced to all Institutional Parole Officers. The purpose of the Portfolio is to enable staff to assist inmates in preparation for their hearing and eventual release. Any offender showing interest in employment, by completing individual Reemployment Portfolio, will be better prepared and better served for reintegration into society. The Portfolio will be available at the time of the inmate's parole hearing for the Parole Board Members to review. There will be a continuum of employment services, as the Portfolio will then follow the inmate to the RRC where it will be used to assist Parole staff, as well as the Career Centers, in helping the inmate find employment.

The reemployment initiative is truly a team effort that will be successful by utilizing the expertise of Parole, the Department of Correction, the United States Probation Office and Career Centers and result in more tax-paying, law-abiding citizens of the Commonwealth.

## Interstate Compact Advisory Council Holds Second Meeting

By Patricia Malone, Deputy Compact Administrator

n June 25, 2008, Massachusetts Parole, in conjunction with Massachusetts Probation, held our second meeting of the Interstate Compact on Adult Offender Supervision (ICAOS) State Advisory Council. The meeting was held in Probation Commissioner John O'Brien's conference room. Parole Chairman Walsh facilitated the meeting. Members of the Advisory Council in attendance were:

- · Honorable John J. Curran, District Court
- · Honorable Raymond G. Dougan, Jr., Boston Municipal Court
- · Rep. Michael A. Costello, Chair, Joint Committee on Public Safety and Homeland Security
- · Mary Beth Heffernan, Undersecretary, Executive Office of Public Safety
- · Colonel Mark F. Delaney, Superintendent, Massachusetts State Police
- · Harold W. Clarke, Commissioner, Department of Correction
- · Pam Hunt, Assistant Attorney General, Massachusetts Attorney General's Office
- · William Burke, Assistant General Counsel, Sex Offender Registry Board

One of the purposes of the Advisory Council is to provide assistance when intrastate issues arise under the compact. Issues discussed included the effect of the Commonwealth's GPS statute on the interstate transfer of sex offenders where a receiving state is unable to enforce the GPS condition because GPS is unavailable in that state. Staff also gave an overview of recent developments, including Advisory Opinions that have been issued by the ICAOS National Office since the Advisory Council's last meeting in November, 2007; the impending implementation of "ICOTS," the Interstate Compact Offender Tracking System, an electronic database of interstate offender information; new ICAOS rule proposals; and pending legislation authorizing the creation of an interstate compact warrant.

It is anticipated that the next meeting of the Advisory Council will take place in early 2009.



On June 18, 2008, the Massachusetts Parole Board held it's final Diversity Training in Central Office. Pictured from left to right are Julie Pease, Executive Paralegal & Clemency Coordinator, Michelle Goldman, Staff Attorney and Christopher Foster, Job Specialist.

### Parole Board Runs Covered Bridges Half Marathon

By Liam Whitley, Systems Analyst



Pictured from left are Liam Whitley, Jennifer MacDonald, Heather Hall, Alicia Lapomardo and Christopher Foster.

team comprised of six members of the Massachusetts Parole Board recently competed in the 18<sup>th</sup> annual Covered Bridges Half Marathon in Vermont on June 1, 2008. Registration opened last December giving the team a five month window to train for the 13.1 mile course which started in South Pamphlet and ran through open farmland into the historic village of Woodstock, following the Ottauquechee River, and finishing in Quechee, dropping over 200 feet in elevation from start to finish.

Led by Chairman Maureen Walsh, the Parole Boards team consisted of Staff Attorney Heather Hall, Transitional Parole Officer Alicia Lapomardo, Victim Services Coordinator Jennifer MacDonald, Job Specialist Christopher Foster and Systems Analyst Liam Whitley. All monies raised from this event were donated to the Saint Francis House. Saint Francis House is the largest day shelter in New England. Located in the heart of downtown Boston, Saint Francis House serves over 800 poor and homeless men and women a day, 365 days a year. Basic and rehabilitative services overlap and build on one another to provide guests with continuous and comprehensive care.

# National Journal Publishes Article Authored by Parole Staff

By Debbie Belliveau, Systems Analyst

n article authored by Research Analyst Stephanie Coughlin and Director of Policy and Strategic Planning Kira Dunn was recently published in the American Probation and Parole Association's Perspectives Journal (Summer Edition). The article specifically tracks the housing, employment and recidivism rates of offenders who have been provided stable housing through the Parole Board's Transitional Housing Program.

If you would like to read the article, it is currently posted on the Parole Board's website under the section, "Publications And Reports", and is titled "Housing After Prison: The Massachusetts Parole Board Model."

Congratulations to Stephanie and Kira on an outstanding job!



## Diversity Training from a Parole Board Member's Perspective

By Mark Conrad, Board Member

iversity Training from a Parole Board member's perspective is truly unique in a sense that you interface and interact with the entire agency. In my normal capacity as a Massachusetts State Parole Board member I go from county institutions to state institutions, yet not necessarily deal with any other personnel with the exception of the institutional staff. When Lifer Hearings are being conducted, I

primarily deal with personnel that are directly connected with the hearing procedure in some form or fashion.

In many ways Diversity Training has enabled me to be better acclimated to the Parole environment. In some instances, I see an agency that resembles a Public Safety Agency and is run somewhat like a paramilitary type of organization. The Parole Board agency has various facets of law enforcement, but has similarities that morph itself into a human service role. My journey from the human service field to 17 years in law enforcement, has led me to rediscover both philosophies in these fields has a delicate balance in the civic arena.

Through teaching Diversity Training I have discovered that the staff in the agency are incredibly thought provoking and insightful in matters of diversification. I am happy that Chairman Walsh allowed me to take part in such an important initiative, and truly believe that this training can be a catalyst to rediscovering the diversity in our agency and/or the lack thereof. This training can not be just a one time topic, but should be implemented throughout the mission of the agency and how we conduct business. Despite the agency being separated by geographic and demographic regions, I have discovered that the agency is more connected than many other organizations that are housed in the same building. During the training I believe the Concentric Circle Module was the biggest hit. This module connected people who have worked together for many years giving them the opportunity to meet and participate in discussions that would probably only happen amongst their own family or friends. The core essence of the training is to develop relationship building, and once relations are formed, the process of working together more effectively can take place.

I was strikingly amazed at the open discussions and the depth and scope in which staff and trainers were able to incorporate in the Governor's mandated training. I, in many ways, have come full circle in my career, having been given an opportunity to affect many different lives either directly or indirectly. The Parole Agency reaches far beyond the prison bars of incarceration and well beyond the society in which parolees are being released into. The agency affects how we do our profession and realizes there is no black and white, but as an industry, we are dealing with a whole lot of grays in between. I wish I could see the political correctness in all this, but therein lies the message of the training for me; a whole lot of gray. There are no definitive answers but I hope to see a day when Diversity Training becomes like all the rest, just training.

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### **Parole Hires Summer Interns**

his summer the Parole Board has taken on four eager interns from local collages and universities. Michael Walsh is from Suffolk University Law School and is currently working in the Legal Department. Amanda Aulenback, a Finance Major from Bentley College, has been assisting the Administrative Services Unit with establishing the resources of the new Fiscal Unit and Human Resource Department. Christina Luna, a Junior from Suffolk University, has been asked to

help support the Field Services Unit with their daily activities. Lastly, Janna Glucksman from Suffolk University, who's ambition one day is to work in the nonprofit or government sector with victims, has spent the past few months aiding the Parole Board's Victim Service Coordinators by supporting victims during hearings and also helping with mailings.

The Parole Board wishes to thank each intern for their hard work and commitment this summer!





After many years of dedicated service with the Parole Board, Parole Officer Cathy Grundstrom retired this month. Here she is pictured speaking at her retirement party.

Congratulations and good luck Cathy!

# Chairman's Column Parole Board Chairman Maureen Walsh

(Continued from page 2)

are to the ongoing strength of the agency, I believe it is the people of Parole that separates this agency from the others and what has been and will continue to be the sustaining force. Words cannot express my appreciation and gratitude for having the opportunity to work with Executive Director Donald Giancioppo, the Board Members and each of you on a daily basis. I have learned so much about Parole and about teamwork and leadership from your example.

I hope that, as the agency goes through another transition and leadership change, that it can be said that the agency is stronger now than when we first started five years ago. And, equally important, I hope that I will hear in a very short time in the future that the Massachusetts Parole Board is stronger than it ever has been. To me, that would be the best legacy to leave. Thank you!

#### **Parole Officer Week Awards**



Maureen Walsh, Chairman and Arthur Isberg, Parole Officer.



Pictured left to right are Lynn Ferraris, Chief of Transitional Services, Gary Dupuis, Transitional Parole Officer and Lisa Redmond, Deputy Chief of Transitional Services.



Pictured from left to right are Janice Dean, Assistant Director of the Victim Service Unit, Gary Nevins, Parole Officer, Erin Farrell, Victim Service Coordinator, Christine O'Connor, Advocate, Linsley Aceto, Advocate, Lisa Armstrong, Advocate, Kim Yonika, Advocate, Christopher Daly, Advocate, Diane Coffey, Director of the Victim Service Unit, Dena Coffey, Victim Service Coordinator and Karen Kelly, Administrative Assistant.

ongratulations to both Arthur Isberg (Region 2 Field Office) and Gary Dupuis (MCI-Shirley) for being named Parole Officers of the Year!

Honorable mentions go out to Anthony Scopa (Region One), John Flaherty (Region Four), John Torchio (Region Five), Tim Barry (Region Six), Peter Carver (Region Seven), Robert Mello (Region 8), Stephanie Belli (Region Nine) and Jeremiah Lynch (Warrant Unit) for also being nominated.

Gary Nevins (Massachusetts Treatment Center) was presented with the Victim Service Award. Gary was selected for his dedication and commitment to helping the Victim Service Unit in their responsibilities to ensure victims rights.